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ABSTRACT

Test items for the introduction to psychology and leadership course (see the final reports which summarize the course development project, EM 010 418, EM 010 419, and EM 010 484) which were compiled as part of the project documentation and which are coordinated with the text-workbook on leadership behavior and style (EM 010 434, EM 010 435, EM 010 436, and EM 010 507) are provided in this document. Progress check items with answer sheets, research pretest items, and unused items are included for criterion referenced test items, and cumulative posttest items with content references comprise research norm referenced items. EM 010 420 through EM 010 447 and EM 010 451 through EM 010 512 are related documents. (SH)

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ED 071314

UNITED STATES NAVAL ACADEMY

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

TEST ITEM POOL

PART VII

LEADERSHIP BEHAVIOR AND STYLE

EM 010 459

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INTRODUCTION

The test items included in this book have been prepared for use in the course, An Introduction to Psychology and Leadership. They have been compiled as part of the project documentation. Additionally, some instructors may find them of use in preparing their own quizzes and tests. The Table of Contents on the next page indicates the classification of the test items within segments. The Progress Check answers are identified by a title page. The research pretest items are identified by the word PRE in the upper right hand corner of the page. The unused items on which there are no data are identified by their enclosure in the rectangular box. The research norm referenced test items are identified by the acronym CPT in the top right corner of each page.

For those unfamiliar with the differences between criterion referenced items and norm referenced items, the following is briefly offered. Criterion referenced items test learning of specific objectives. Students are expected to perform quite well on these items if they have adequately used the instructional materials. Their relationship to the terminal and enabling objectives are referenced for each. A norm referenced item should display more discrimination power, i.e., they are expected to reflect the distinctions between students who have depth of knowledge as opposed to those who have a superficial knowledge. Since they do more than merely test objectives, they should be used cautiously since it would not be unusual or unfavorable for a large percentage of students to choose incorrectly in answering this type of item.

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ED 071314

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART SEVEN

LEADERSHIP BEHAVIOR AND STYLE

Segment I

Leadership Behavior

Progress Check

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WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

LEADERSHIP BEHAVIOR

PROGRESS CHECK

Question 1.

Select the combination which properly matches the three types of roles listed with the characteristics which pertain to each.

1) Organizational role
2) Institutional role
3) Follower role

a. Being influenced by superiors
b. Professional adherence to ideals and goals
c. Adopting manners, dress, and customs of a group
d. Accepting conflicting responsibilities
e. Developing personality traits similar to those of a group
f. Service to one's nation
g. Adopting role expected by superiors
h. Personal differences submerged

a. 1-c,e 2-b,d,f 3-a,g,h
b. 1-b,h 2-a,c,h 3-d,e,g
c. 1-b,c,g 2-d,e,h 3-a,d
d. 1-e,f 2-a,b,g 3-c,d,h

Question 2.

Select the statement which correctly describes the concept of leadership behavior.

a. The actions of a leader while issuing orders to subordinates

b. The specific acts in which a leader engages while directing or coordinating the work of his group

c. The behavior of a leader while planning the work he intends to assign his subordinates

d. The acts of a leader while checking the extent to which a subordinate has carried out the orders he was given

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Question 3.

Select the correct definition of the term "role."

a. Behavior that others expect of a particular person endowed with a specific status

b. Behavior that has not been predicted by other members of the group

c. Behavior which follows a specific pattern, but which is unrelated to any specific status position

d. Behavior which is unique to the individual, and which makes a pattern only in terms of that individual's personality

Question 4.

Select the description of behavior which represents follower role behavior.

a. ENS Probert's first assignment following graduation was as assistant to the Radar Officer of an aircraft carrier. Anxious to demonstrate his interest and capability, he undertook an in-depth study and analysis of the radar maintenance schedule recently worked out in detail by the Radar Officer. Although he had not been ordered to make such an analysis, he submitted his lengthy written critique of the maintenance schedule to the Radar Officer.

b. Upon learning that his assignment was to be under CDR Brilliot, who had achieved considerable recognition for his articles on the history of mine warfare in the Naval Institute Proceedings, ENS McCullough proceeded to read those articles, plus several other references on the subject, as a means of getting acquainted with the point of view and interests of his new superior.

c. Both of the above

d. None of the above

Question 5.

Identify the statement which correctly characterizes role expectations.

a. Role expectations are derived from the general character and personality of an individual, as perceived by those persons sharing in the interaction.

b. The role expectations which are attached to a certain position, such as that of Captain of a ship, are usually developed independently of the status related to that position.

c. Role expectations attach to a position and are largely a result of the status of that position.

d. Role expectations are usually generated by all who share an interaction, after which they never change.

Question 6.

ENS Hall took command of a small group of seamen who were undergoing special training at a small college, prior to shipping out. After training they would continue under his leadership. For six weeks, ENS Hall and his crew lived together in a dormitory and attended classes together, studying the operation of a secret special-mission electronic device. To avoid attracting too much attention to their mission, they all dressed and acted as much as they could like other students. They ate together and shared recreational activities such as ball games and checker sessions. The crew took a very relaxed attitude toward the ensign, stopped saluting, and discontinued calling him "Sir." However, the ensign was pleased to note that the moment they all returned to shipboard life, his crew immediately reverted to full military courtesy and stopped inviting him to share their recreation.

Which of the following principles does the above incident illustrate?

a. Role behavior usually sets the pattern which establishes expectations.

b. Once the members of a group acquire a certain set of expectations regarding the role that a person occupying a certain position should play, they're not apt to change their minds at all.

c. The interactions between a leader and a group don't have much to do with any changes in the group's role expectations for his position.

d. Role expectations by others, when they are known, define appropriate and inappropriate behavior.

Question 7.

MIDN 4/c Vought got off to a bad start with his squad leader, MIDN 1/c Simpson, by requesting his first conference with Simpson on a day when Simpson was nearly overloaded with the tasks of completing a term paper and reviewing for a mathematics exam, all in one day. When Vought took an unnecessarily long time getting around to asking guidance that is very clearly spelled out in the Academy regulations, Simpson told him to get out and think for himself and stop bothering superiors unnecessarily.

A few weeks later, Vought became innocently embroiled with a local merchant, who tried to cover up an attempt to cheat Vought by falsely accusing Vought of trying to steal. Due to the merchant's hysterical protests to the Navy, plus threats to take the matter to the newspaper, the whole incident soon became very unsavory. When the Annapolis police contacted the Academy officials, the Academy was totally unprepared to respond because they had no knowledge of the affair. Vought had not reported the matter to his squad leader because he felt he had no one to turn to for help.

Which of the following principles does this incident illustrate?

a. An expectation, once established on the basis of mutual interaction, establishes a pattern for subsequent interactions; but once established, the expectation remains the same.

b. The expectations of a subordinate must necessarily be phrased in terms of prevailing regulations governing the leader and subordinate involved.

c. Guidance and counseling behavior should be considered apart from leadership situations since they don't involve issuing orders.

d. None of the above

Question 8.

Select the correct statement concerning the effects of role expectations.

a. A leader's behavior is never influenced by the expectations of others.

b. A leader learns to adjust his behavior to the needs of his group through a series of dynamic role strain situations.

c. Role expectations establish a model for the leader, providing him with a pattern to which he may adjust his own behavior.

d. Leader role expectation is a pattern of behavior which matches the expectations of the group being led.

Question 9.

Select the statement which correctly identifies the effect which fulfilling role expectations has on a leader's relationship with others.

a. By fulfilling the role expectations held by his subordinates, a leader establishes himself as a dynamic, unpredictable element of the group, and hence someone to respect.

b. By fulfilling the role expectations held by his subordinates, a leader enhances his organizational role since his knowledge of their expectations cues him as to which behavior is most appropriate at a given moment.

c. By fulfilling the role expectations held by his subordinates, a leader establishes himself as a predictable element and a popular favorite, able to influence his subordinates to more effective performance.

d. Both b and c above

Question 10.

Select the statement which correctly identifies the relationship between role expectations and status positions.

a. The expectations of others will normally have no effect on the manner in which a leader adapts to any particular status position.

b. At any given moment, one particular status position usually dominates a leader's behaviorial decisions; however, making such decisions in terms of the role expectations of others is not apt to bolster his status.

c. The dynamics of role expectations are the force behind the changes in a leader's status position from time to time.

d. Of the many status positions he can hold, one usually dominates a leader's activities at any one time, and he can use the role expectations of other persons as a guide in forming the behavior most appropriate for the specific status position he holds.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Seven SEGMENT I

REMEDIATION TEXT Audio Script - Volume VII-A

ITEM	ANSWER	REMEDIATION REFERENCE
1	a	Pages 4-7
2	b	Pages 1-2
3	a	Pages 2-4
4	b	Pages 6-7
5	c	Pages 11-13
6	d	Pages 10-14
7	d	Pages 11-14
8	c	Page 13
9	b	Pages 14-15
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PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Seven Segment I

ITEM NO.	T. O.	E. O.
1	1	
2	1	1
3	1	2
4	1	7
5	2	
6	3	
7	4	
8	4	2
9	4	3
10	4	4

Question 56.

Identify the statement which correctly describes role expectations.

a. Among the patterns of relationships which enter into the formation of role expectations are the self-expectations of the seniors and the expectations which the juniors hold for the seniors.

b. Role expectations are formed only by leaders, and they extend to the group.

c. Role expectations are formed by a pattern of relationships which includes all members of an organization, but they are always a function of appraisals which group members make of each other; no self-expectations enter in.

d. Once role expectations are formed by individuals through the interaction process, they are not likely to change.

Ans. a, Ref. 7.1, TO-2

Question 34.

Select the statement which correctly describes the relationship between role expectations and leader behavior.

a. A group's role expectations for its leader are not too influential in his assessment of his own behavior, since role expectations are constantly being modified and reformulated in the interaction process.

b. A group's role expectations for its leader, if communicated, form a sort of social gauge against which he can evaluate his behavior in terms of appropriateness or inappropriateness.

c. The role expectations of a group for its leader are effective only when used to assess conduct after the fact; if communicated to the leader before he acts, such role expectations lose their effect since he will automatically tend to allow for them.

d. The role expectations of a group for its leader are not always effective, since the leader occupies simultaneously a series of status positions.

Ans. b, Ref. 7.1, TO-4/EO-2

PART 7 SEGMENT I

T. O. Number	TEST ITEM
1 (EO-3)	Select the statement or combination of statements which are valid in terms of the concept of role. 1. Each adult normally carries out only one role in the course of his career. 2. A role ties in closely with an individual's status. 3. A role is more easily recognized by others if it comes as a surprise to them, thereby attracting their interest more completely. 4. A leader's role is a highly individualistic part of his behavior and serves to set him apart from all other leaders. 5. A leader's role should change as his status changes. a. 1 and 2 b. 3 and 4 c. 4 and 5 d. 2 and 5 correct answer: d
	REVISION_____DATE:

PART 7 SEGMENT I

T. O. Number	TEST ITEM
1 EO-4	Select the description of behavior which best represents organizational role behavior. a. Navy and Marine Corps officers assigned to the Washington area are permitted to wear civilian clothing during working hours. Only on special occasions are they required to wear the uniform of the day. b. ENS Wallace carries out his routine and boring duties at a large West Coast base, but he can't wait to leave in the afternoon to go dress up in his 19th century sea captain's uniform and moonlight in Disneyland as the skipper of a submarine at Disneyland's World of Fantasy. c. MIDN Mass entered the Naval Academy because he couldn't get into West Point. Although he wears the Navy uniform, his heart is really with the Army. During his first class year he even went so far as to cheer for Army at the annual Army-Navy football game. d. Marine CAPT Seuss, ordered to an Army school, adopted Army boots, scarfs, and other non-Marine Corps items of uniform when instruction was given in the field. Answer: b
	REVISION_____ DATE:

PART 7 SEGMENT I

T. O. Number	TEST ITEM
1 (EO-4)	Select the description of behavior which represents organizational role behavior. a. ENS Wilson always wears a carefully selected mixture of Navy and civilian clothes; even if in uniform, he's apt to have civillian shoes on and when in civilian dress he'll include such things as navy socks. b. As soon as he left the Academy, ENS Fredericks carefully developed a distinctive haircut; it's within regulations but there isn't another one like it in the entire Navy. c. LTJG Alfredson devotes a considerable portion of his off-duty time to speeches and public discussions before PTA's and similar groups in which he presents information about the Navy and explains what the Navy does, and why. d. ENS Potter lived next door to Mr. and Mrs. Thrasher for two years in a suburb of Washington, D.C., and often shared over-the-fence conversations with them while mowing lawns or weeding flower beds. Yet, the Thrasher never knew that ENS Potter was in the Navy; he never mentioned it to them. correct answer: c

REVISION_____ DATE:

PART 7 SEGMENT 1

T. O. Number	TEST ITEM
1 (EO-5)	Select the behavior description which typifies institutional role behavior. a. LTJG Piersen, in command of four Swift Boats engaged in search and destroy operations against enemy river craft, broke off contact and returned to his base after encountering a vessel which clearly outgunned him. He reasoned that he could undoubtedly sink the enemy craft, but only at the cost of three out of four of his own craft and he felt it more important to preserve his small force so they would be able to function effectively for future missions they might be assigned to. b. LTJG Hitchcock took over as communications officer on a destroyer just after it returned from a long tour of sea duty. All communications personnel were suffering strain from the lengthy cruise and were long overdue for leave. However, he kept them aboard ship in port and made them take training work to become throughly acquainted with a new, secret item of equipment which they were to operate on their next cruise. By the time they went to sea again they were well trained, but their morale had suffered considerably from loss of leave. c. Both d. Neither correct answer: b
	REVISION_____DATE:

PART 7 SEGMENT I

T. O. Number	TEST ITEM
1 (EO-6)	Select the statement which most accurately describes the relationship between a leader's two major responsibilities. a. The leader should always feel free to sacrifice the mission to protect the welfare of his men. b. The mission comes first, even if its accomplishment endangers the welfare of the men, and this is usually the case. c. The mission comes first, even if its accomplishment endangers the welfare of the men, but in most cases the two responsibilities reinforce each other. d. There is no fixed relationship between the two responsibilities; the leader should try to consider them apart from each other rather than in terms of each other. correct answer: c

REVISION_____DATE:

PART 7 SEGMENT I

T. O. Number	TEST ITEM
1 EO-8	Select the combinations of statements which correctly can be ascribed to leader role behavior. 1. As part of a NATO exercise in which his ship was involved, LTJG Richards was assigned some Turkish seamen as part of his group. He prefaced this situation by contacting some Turkish officers and getting an in-depth briefing on the customs and attitudes of the Turkish Navy. 2. At the Academy, Squad Leader Moore kept a private file of the academic status of all members of his squad. On many occasions he used this information to foresee cases in which squad members were about to get into difficulty in certain studies, in which cases he sought them out and counseled them concerning the problem before it became grave. 3. One of LT Brigg's first orders, on taking over command of an isolated Seabee detachment, which had been up to then commanded by an NCO, was to order the discontinuance of bizarre haircuts which the men had all adopted. a. 1 and 3 b. 2 and 3 c. 1 and 2 d. 1, 2, and 3 correct answer: d

REVISION_____DATE:

PART 7 SEGMENT I

T. O. Number	TEST ITEM
2	Identify the statement which correctly characterizes role expectations. a. Role expectations do not extend in all directions, i.e., the members of a group do not hold an expectation of the leader, of each other, and of the group as a whole. b. The expectations that a group holds for a specific role are the result of give and take between the group and the person carrying out the role, and the outcome of past interactions is apt to set the pattern for what the group expects of that person in the future. c. Role expectations pertain only to group-to-leader relationships, i.e., a group establishes role expectations for its leader, but not the other way around. d. None of the above. correct answer: b

REVISION_____DATE:

PART 7 SEGMENT I

T. O. Number	TEST ITEM
3	While awaiting a permanent assignment to a school, ENS Hanley was temporarily assigned to manage a group of clerical workers consisting of a mixture of Navy enlisted men and civilians who were performing a special clerical operation in support of a Navy research project. The group worked in an office building under generally civilian conditions. Within a few days he observed that two members of his group, a YN-3 and a young civilian, had fallen into the habit of strolling in quite late for duty every morning. ENS Hanley summoned them both to his office and proceeded to let them know, in a very stern manner, that such conduct was not going to be tolerated. The YN listened noncommittally, left as soon as he was allowed to, returned to his work, and reported on time from that day forth. However, to ENS Hanley's surprise, the civilian wrote a very abusive letter to CDR Wilson, the project manager; threatened to write his congressman; and resigned three days later. Select the statement which identifies the principle illustrated by the incident described above. a. The basic relationships between role behavior on the part of a leader and role expectations on the part of subordinates apply only when considered in terms of a relatively homogeneous population of participants. b. Not every conflict situation is amenable to analysis in terms of the leader's role behavior and the subordinate's role expectations for him. c. If the members of a group do not all hold the same role expectations for the leader, the leader's behavior may be only partially or intermittantly appropriate and conflict may result. -continued on next page-
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T. O. Number	TEST ITEM
3 (Cont'd)	d. A significant analysis of leader role behavior and group role expectations for him can not be developed for cases in which the leader's behavior impinged simultaneously on different types of group members. correct answer: c
	REVISION_____DATE:

PART 7 SEGMENT I

T. O. Number	TEST ITEM
4	Within a week after he took command of a small, isolated Marine Corps communications installation, Marine Corps LT Atwell was relieved to see that his on-duty relations with his crew were excellent. The entire crew seemed to be intelligent, hardworking, efficient men who maintained a relaxed military courtesy with the ease of true professionals. Anxious to keep things that way, LT Atwell kept apart from the crew during off-duty times, but he became concerned when he heard that the crew was planning an all-hands farewell party for a crew member about to be transferred. Realizing that this party was an exceptional case, the LT was torn between his reluctance to break down social barriers and his reluctance to appear reserved to the point of being uninterested in his crew. As he was pondering the question and trying to make up his mind what he would say when invited, he overheard the senior NCO ordering one of the men to set up a banquet table for the party, with 10 seats. Since there were exactly 10 crew members, LT Atwell relaxed, because he realized that the crew had solved his problem in advance for him. Which of the following principles does this incident illustrate? a. The emergence of the correct behavioral model (role) on the part of a leader is a purely subjective process that is an outgrowth of his individual personality in relation to his position and is not subject to the influence of other's opinions. b. The expectations of others have a purely ex post facto relationship to the establishment of the leader's role, i.e., such expectations may be used to decide whether he behaved appropriately, once a situation ends, but they aren't a guide at the time he's making up his mind. c. A leader obtains a pattern by which to adjust his behavioral model, i.e., his role, from the expectations of others. d. None of the above.
	REVISION_____ DATE:
	correct answer:c

T. O. Number	TEST ITEM
4	Select the correct statement concerning the effects of role expectations. a. Successful leaders have been found to have operated outside their group's expectations, in that such leaders have not let their behavior provide a basis by which the group can successfully second-guess or anticipate the leader's behavior. b. As they discover themselves immersed in dynamic status positions, successful leaders change their behavior on the basis of the dominant position at a particular time, but a pattern common to all their behavior is that they are not influenced by others unless they specifically seek their advice. c. The expectations of others must never form the basis of a cue to a leader by which he can ascertain whether his behavior is appropriate to the successive status positions he occupies. d. One aspect of a group which serves to integrate the group's activities is the ability of its members to anticipate the actions of the leader on the basis of the extent to which he has previously fulfilled their expectations. correct answer: d

REVISION_____DATE:

PART 7 SEGMENT I

T. O. Number	TEST ITEM
4	Select the statement which is correct concerning role expectations. a. A leader's notion of whether his behavior is appropriate or inappropriate is a learned, subjective attitude that he develops solely from his own inner attitudes. b. The effective communication of the expectations of the members of a group to their leader is an important aid to him when judging the appropriateness and inappropriateness of his behavior. c. An effective leader will avoid any situations in which he finds himself establishing his own conduct on the basis of what he thinks the group expects of him. d. None of the above. correct answer: b
	REVISION_____DATE:

PART 7 SEGMENT I

T. O. Number	TEST ITEM
4 (EO-1)	Select the statement which correctly identifies the relationship between role expectations and a behavioral model. a. The behavioral model for the leader can in no sense be considered to be a function of the expectations of the group he leads. b. The pattern by which a leader establishes his behavioral model is influenced by his conception of his follower's expectations. c. A group's expectations and a leader's behavioral model can be said to emerge in parallel, but independently, i.e., neither influences the other. d. None of the above correct answer: b
	REVISION_____DATE:

PART 7 SEGMENT I

T. O. Number	TEST ITEM
4 EO-5	Prior to a change of command, the ship's scuttlebutt was that the new commanding officer was a real soft touch for the lower ranking enlisted men and the junior officers. However, shortly after the new commanding officer took over, the scuttlebutt was proved to be in error. The new skipper was hard but fair to all hands. Select the statement below which best identifies the probable consequences of the captain's role behavior versus the junior officers' and enlisted men's role expectations. a. Initially there was disappointment among the junior officers and lower ranking enlisted men, followed by reassurance that everyone would be judged strictly but fairly. There soon followed a sense of pride in being part of a taut ship. b. Just as the subordinates' expectations changed as their preconceived image of the captain was replaced with facts, so did the captain's expectations of his crew change from day to day. c. Although the captain didn't conform to the typical initial expectations, he did conform to the typical behavioral role expected of a ship's captain. d. All the above. Answer: d
	REVISION_____ DATE:

PART 7 SEGMENT I

T. O. Number	TEST ITEM
4 (EO-5)	Select the statement which best designates the probable consequences of a situation in which role behavior does not fit role expectations. a. No human relations problems result. b. A human relations problem, role conflict, results. c. A shift of role expectations results. d. A shift of role behavior results. correct answer: b

REVISION_____DATE:

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

RESEARCH UNIT NINE

(PART SEVEN, SEGMENTS I, II, III, IV)

CUMULATIVE POST-TEST

NINE

Annapolis, Maryland

1970

Question 18.

Which of the following choices correctly describes what is meant by the term "leadership behavior"?

a. The performance by a leader of that behavior which is expected of him in his specific status position

b. The specific acts in which a leader engages while directing or coordinating the work of his group

c. The performance by a leader of that behavior which is expected of him in his specific role position

d. The utilization by a leader of those techniques and practices expected of him to achieve mission accomplishment

Answer: b Ref: I. A. 1.

Question 28.

Which statement correctly defines "role"?

a. The position occupied by an individual in relation to other members of a group

b. The specific acts in which a leader engages while directing or coordinating the work of his group

c. The expected behavior of a person occupying a specific status position

d. The behavior style adopted by an individual to satisfy particular goals and needs

Answer: c Ref: I. B. 1. a.

Question 19.

Others are more apt to see a person as a leader

a. If he subscribes to Theory X in his relations with subordinates

b. If his behavior is congruent with what they expect of him

c. If he is perceived as rating 5,5 on the military leadership grid

d. If he consistently adheres to the role behavior expected by his superior

Answer: b Ref: I. B. 1. c.

Question 6.

Which BEST represents expected organizational role behavior?

a. An officer attempts to satisfy, as much as possible, the particular goals and needs of his followers.

b. Officers stationed at the Naval Academy attend all sports activities at the Academy in the uniform of the day.

c. An officer insists on wearing his uniform to his office in the Washington area even though the area policy allows the wearing of civilian clothes.

d. An officer files correspondence in a way other than specified by the Navy Filing Manual because his senior prefers this alternate system.

Answer:b Ref: I. B. 2. a.

Question 5.

Which type of role does the following statement define?

It is generally professional in nature and centers on the ideals and goals of expected behavior.

a. Organizational

b. Professional

c. Institutional

d. Traditional

Answer: b Ref: I. B. 2. b.

Question 29.

The paramount institutional role expected of a leader is that of:

a. Prompt and willing obedience to properly constituted authority

b. Adopting the customs, manner of dress, general character, and personality of the institution

c. Establishing the ideals and goals of expected behavior

d. Accomplishment of his assigned mission

Answer: d Ref: I. B. 2. b. 3)

Question 27.

A group of men, off duty, are sitting discussing the behavior of their leader.

Their assessment of his behavior will depend primarily on how well he:

a. Satisfies their particular goals and needs

b. Adjusts his behavior to that expected by his superiors

c. Satisfies the requirements which the military institution places on him

d. Demonstrates his professional competence and task orientation

Answer: a Ref: I. B. 2. d. 1) b)

Question 37.

Which statement correctly identifies a characteristic of role expectations?

a. Expectations are unilaterally formulated definitions of the social situation derived by the follower.

b. Expectations are dynamic and constantly being modified.

c. Expectations are traditionally formulated by the leader of an organization.

d. Expectations attached to a particular status position are constant (e.g., OOD), and therefore the same for all members of the organization.

Answer:b Ref: I. B. 3. c.

Question 30.

Which statement BEST describes the relationship between role expectations and a behavioral model (role)?

a. The behavioral model adopted by a leader is determined by his assessment of the role behavior associated with the same status position he occupies.

b. The behavior expected of a leader by his subordinates establishes the role or behavioral model assumed by the leader.

c. Role expectations by a leader's seniors when they are known define appropriate and inappropriate behavior.

d. Expectations by others establish a behavioral model for the leader, providing him with a pattern to which he may adjust his own behavior.

Answer: d Ref: I. C. 1. and I. B. 3.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART SEVEN

LEADERSHIP BEHAVIOR AND STYLE

Segment II

Leadership Style

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

LEADERSHIP STYLE

PROGRESS CHECK

Question 1.

From the following statements about leadership behavior and leadership style select that one which correctly describes the interrelationship between them.

a. Both leadership style and leadership behavior are relatively constant because the need structure motivating the leader is generally constant.

b. Leadership style is relatively constant, while leadership behavior varies depending upon the situation.

c. Leadership behavior and style vary because the need-structure of the leader varies.

d. The style a leader employs will differ from situation to situation, but the need-structure which influences his behavior may be seen as a constant.

Question 2.

From the following statements select that one which correctly defines leadership style in relation to a leader's responsibilities.

a. Leadership style concerns why a leader behaves the way he does.

b. Leadership style consists of the specific acts a leader must carry out to fulfill his responsibilities.

c. Leadership style refers to the inconsistency of goals or needs in various situations.

d. Leadership style refers to the manner in which a leader fulfills his responsibilities.

Question 3.

LT Blake had been charged with the unpleasant but vital task of placating the irate population of a small village in a combat zone which had been the victim of an unfortunate accident caused by the military. He proceeded to recruit a squad of men from available personnel and with them set out to survey the extent of damage done and assist in repairs. At one point during the operation, one of the men asked to be excused from this duty on the grounds that he had previously been involved in a dispute with several of the local people and felt that his attempts at pacification were making matters worse. LT Blake had observed this to be true and allowed the man to withdraw, stepping in to fill his place himself. Shortly thereafter he was approached by several of his men who complained that, try as they might, their efforts were useless. The villagers remained hostile and uncooperative and took advantage of every opportunity to provoke the men, including theft of building materials destined for use in the repair of their own homes. The men suggested dropping the remainder of the plan and leaving the remaining supplies for whatever use the villagers chose for them. Blake rejected this idea and proceeded as had been originally planned. The task was successfully completed due to Blake's redoubled efforts at the repair work himself. When the sincerity of Blake's efforts became apparent to the villagers they soon pitched in to help.

Which classification of leadership styles listed below correctly describes LT Blake's actions according to Fiedler's concept?

a. Strictly task-oriented

b. Primarily task-oriented

c. Primarily relationship-oriented

d. Strictly relationship-oriented

Question 4.

Select the statement which BEST compares relationship-oriented and task-oriented styles.

a. Task-oriented leaders regard themselves as being primarily responsible for the success or failure of a mission while relationship-oriented leaders prefer to share decisionmaking with their men.

b. Task-oriented leaders are generally more dedicated officers than relationship-oriented leaders.

c. A relationship-oriented leader is one who is concerned only with the morale of his men while task-oriented leaders disregard morale.

d. A relationship-oriented leader is concerned primarily with mission accomplishment while a task-oriented leader is concerned equally with mission accomplishment and subordinate morale.

Question 5.

ENS Carpelli, being a fanatic baseball fan and ex-high school letterman in baseball, had never quite recovered from his failure to make the Academy team. Against this background, he approached the task of organizing a base softball team with a somewhat overzealous attitude. There was sufficient talent available for a successful team; however, motivation for winning became more a matter of avoiding ENS Carpelli's wrath than the positive motive to succeed. ENS Carpelli admitted that position designations had been made solely on the basis of his own "expertise" in the area. Individual preferences among team members were of tertiary significance at best. Practice sessions were approached with an air of urgency and the element of enjoyment for the sake of sport had been significantly reduced.

Select the proper classification of ENS Carpelli's leadership style according to the military leadership grid.

a. 1,9 (low concern for mission, high concern for people)

b. 9,1 (high concern for mission, low concern for people)

c. 1,1 (low concern for both mission and people)

d. 9,9 (high concern for both mission and people)

Question 6.

From the following statements select the one which correctly describes the purpose of the Military Leadership Grid.

a. The grid was designed to provide a scale against which good and bad leadership potential could be measured.

b. The grid provides a theoretical formulation of the elements necessary to strong and effective leadership.

c. The grid was designed to allow for classification of leaders in terms of concern for people and concern for production.

d. All of the above

Question 7.

MIDN Hallis has been commander of the 24th Company during the winter. This has been a period of high company morale. MIDN Hallis has led his men effectively and with success during his tenure. His approach to command has been one of moderation where all initial decisions made by himself remained open to change at all times in order to accommodate the needs and requests of his subordinates. His style of leadership has resulted in a cohesive unit operating on essentially democratic principles. All agree that his command has been both successful and popular.

From the following designations of leadership style, select the one which best identifies the probable position of MIDN Hallis along the Leadership Style Continuum.

a. Leader states the problem and allows group to come to decision upon which they must act.

b. Middle-of-the-road leader

c. Autocratic leadership

d. Leader comes to decision by himself but "persuades" subordinates to accept decision and carry it out.

Question 8.

From the choices listed, select the statement which best describes the reason why a leader might attempt to "sell" a decision to his subordinates in addition to announcing it.

a. Experience has demonstrated that it is always desirable to "sell" a decision to subordinates.

b. Once a leader has "sold" his decision to his subordinates he can count on their support in the event that something goes wrong.

c. Where time allows and the problem is of a suitable nature, a leader benefits from "selling" his decision by gaining a generalized commitment and reinforced enthusiasm.

d. None of the above

Question 9.

Select from the following statements that one which correctly describes the three basic factors involved in determining leadership style.

a. Variations in leadership style depend on: individual personality quirks, the constancy of a situation, and environmental factors.

b. Leadership style remains constant as a function of the personality of the leader, the effectiveness of his training and the situation involved.

c. Leadership style is primarily determined by the interaction of the situation, the leader, and the follower.

d. None of the above

Question 10.

From the following statements select the one which best describes the importance of leadership style to the senior-subordinate relationship.

a. It is important that leadership style remain relatively constant in order to preserve the stability of the senior-subordinate relationship.

b. The importance of leadership style to the senior-subordinate relationship can best be seen in terms of maintenance of discipline.

c. The importance lies in the fact that achievement of mutual satisfaction in a senior-subordinate relationship is dependent upon the leader adapting his style to the situation and to his subordinates.

d. The importance of leadership style to senior-subordinate relationships is depicted by the principle that a leader should choose the style which gives him the most power in a situation.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Seven SEGMENT II

REMEDIATION TEXT Audio Script - Volume VII-A

ITEM	ANSWER	REMEDIATION REFERENCE
1	d	Pages 1-2
2	d	Pages 1-2
3	b	Pages 2-4
4	a	Pages 2-4
5	b	Pages 6-11
6	c	Page 7
7	b	Pages 11-15
8	c	Pages 15 and 18
9	c	Page 16
10	c	Pages 17-20
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PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Seven Segment II

ITEM NO.	T. O.	E. O.
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Question 15.

Select the statement which correctly describes the effects of leadership style on the motivation of subordinates.

a. Generally, leadership styles tending toward the right of the leadership style continuum result in low motivation among subordinates.

b. Different leadership styles produce different levels of motivation, but leadership styles which follow the democratic human-relations orientation always result in the highest motivation among subordinates.

c. The leadership style which achieves high motivation of subordinates in one situation may be ineffective in another situation.

d. Different leadership styles produce different levels of motivation, with the autocratic style lowest and the reinforcement style highest.

Ans. c, Ref. 7.2, TO-7/EO-I

PART 7 SEGMENT II

T. O. Number	TEST ITEM
1 (EO-2)	Select the statement which correctly describes the relationship of the need structure of the leader to his changing behavior. a. Changing behavior is motivated by the need structure of a leader which may be seen as a constant. b. The need structure of a leader will vary depending upon the situation c. Behavior remains resistant to change as long as the need structure motivating the change is constant. d. None of the above. correct answer: a
	REVISION_____ DATE:

PART 7 SEGMENT II

T. O. Number	TEST ITEM
2	With reference to the situation described in Progress Check 3, which classification of leadership styles listed below best describes Blake's actions according to Fiedler's concept? a. Strictly task-oriented. b. Primarily task-oriented. c. Primarily relationship-oriented. d. Equally task and relationship-oriented. correct answer: b

REVISION_____DATE:

PART 7 SEGMENT II

T. O. Number	TEST ITEM
2 (EO-2)	From the following descriptions of an officer leading a group select the example which represents task-oriented style. a. Leader allows seaman to be excused from guard duty to attend grievance committee meeting. b. Leader refuses request to be excused from guard duty to attend grievance committee meeting. c. Leader requests that his men establish a grievance committee to handle formulation of complaints. d. Leader denies request of his men to establish weekly grievance committee meeting and suggests that all grievances be brought directly to him by the individual involved. corrent answer: d

REVISION_____DATE:

PART 7 SEGMENT II

T. O. Number	TEST ITEM
3	With reference to the Progress Check 5, select the proper classification of ENS Parker's leadership style according to the military leadership grid. a. 9, 9 b. 1, 9 c. 5, 5 d. 8, 8 correct answer: b

REVISION_____DATE:

PART 7 SEGMENT II

T. O. Number	TEST ITEM
3	Refer to the example for PC-5 Select the proper classification of Perone's leadership style according to the military leadership grid. a. 5, 5 b. 4, 9 c. 1, 1 d. 1, 9 correct answer: a

REVISION_____DATE:

PART 7 SEGMENT II

T. O. Number	TEST ITEM
3 (EO-1)	From the following statements select the one which describes the limitations of the Military Leadership Grid. a. The Military Leadership Grid fails to account for such variables as the nature of the group and the situation in which they find themselves. b. The Military Leadership Grid does not provide for special circumstances surrounding the nature of a particular task. c. The Military Leadership Grid does not allow for a shift in classification to changing circumstances within a situation. d. Both a and b. correct answer: d

REVISION_____DATE:

PART 7 SEGMENT II

T. O. Number	TEST ITEM
3 (EO-3)	From the following statements select the one which best describes the position of most military leaders on the leadership grid. a. Most military leaders demonstrate thoughtful attention to needs of people for satisfying relationships which leads to a comfortable friendly organization atmosphere and work tempo. b. Most military leaders address themselves to achieving efficient operations which result from arranging conditions of work in such a way that human elements interfere to a minimum degree. c. Most military leaders strive for adequate organization performance through balancing the necessity to get out work while maintaining morale of people at a satisfactory level. d. Most military leaders strive for mission accomplishment through interdependence of committed people with a "common stake" in organization purposes leading to relationships of trust and respect. corrent answer: c

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PART 7 SEGMENT II

T. O. Number	TEST ITEM
3 (EO-4)	Which of the following statements is not typical of the 5, 5 leader? a. Avoids the type of conflict that direct criticism produces. b. Places a premium on maintenance of a comfortable satisfying relationship among people. c. Pushes or directs enough to produce at average, but tries concurrently to respond enough to people's frustrations and dissatisfactions to avoid low morale or active hostility. d. Avoids the type of conflict that direct criticism produces; attempting to get his points across by questions. correct answer: b

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PART 7 SEGMENT II

T. O. Number	TEST ITEM
3 (EO-5)	Select the statement that summarizes the causes of continued 5, 5 military leadership. **a.** Some of the training given in service schools has an implied objective of producing middle-of-the-road leadership. **b.** 5, 5 oriented leaders pick 5, 5 oriented juniors for promotion. **c.** Both a and b. **d.** Neither a nor b. correct answer: c

REVISION_____DATE:

PART 7 SEGMENT II

T. O. Number	TEST ITEM
4	With reference to the Progress Check 7, select from the designations of leadership style stated below the one which best identifies the probable position of Midshipman Commander Godell along the Leadership Style Continuum. a. Leader comes to decision by himself but "persuades" subordinates to accept decision and carry it out. b. Participatory leadership. c. Authoritarian leadership. d. None of the above. correct answer: c
	REVISION_____DATE:

PART 7 SEGMENT II

T. O. Number	TEST ITEM
4 (EO-1)	Select the statement below which best describes the purpose of the Military Leadership Style Continuum. a. The continuum suggests a broad range of possible leadership behavior rather than forcing all leadership behavior into sharply defined categories. b. The continuum provides a scale against which the desirable and undesirable aspects of possible leadership behavior may be pinpointed. c. The continuum serves as a measurement device for assessing the leadership potential of military leaders. d. All of the above . correct answer: a

REVISION_____DATE:

PART 7 SEGMENT II

T. O. Number	TEST ITEM
7	From the statements below select the one which best describes the inportance of leadership style to the senior-subordinate relationship. a. It is important that leadership style remain relatively constant in order to preserve the stability of the senior-subordinate relationship. b. The importance of leadership style to the senior-subordinate relationship can best be seen in terms of maintenance of discipline. c. The prime importance of leadership style is directed at the maintenance of joint satisfaction between senior and subordinates. d. Both b and c. correct answer: c

REVISION_____DATE:

PART 7 SEGMENT II

T. O. Number	TEST ITEM
7 (EO-2)	From the following statements, select the one which correctly describes the effects that "moving to the right on the continuum" by selling an idea to subordinates has on the motivation of subordinates. a. The leader who attempts to "sell" an idea to his subordinates, rather than issue orders, to effect the decision is in a better position to engender high motivation amoung his subordinates. b. Moving to the right on the continuum generally undermines the level of confidence subordinates have in their senior. c. A leader who attempts to sell an idea to his subordinates can be viewed as having the best interests of his organization in mind. d. None of the above. correct answer: a
REVISION_____DATE:	

Question 3.

Which statement correctly defines leadership style?

a. The constantly changing need structure of a leader that motivates his changing behavior

b. The specific acts performed by a leader while directing the work of his group

c. The skill shown by the leader in assessing events and providing appropriate courses of action

d. The manner in which a leader goes about fulfilling his responsibilities

Answer: d Ref: II. A. 1. b.

Question 9.

Which of the following statements BEST represents the "task-oriented" style of leadership?

a. "Once I have decided on a course of action, I do my best to sell my decision to my subordinates."

b. "It's foolish for one person to make decisions on matters that concern many people. I always talk things over with my subordinates."

c. "I believe in getting things done. I can't waste time calling meetings. Someone has to call the shots, and I think it should be me."

d. "I usually involve my subordinates somewhat in the decision making process, but I still have the final word."

Answer: c Ref: II. B. 1. b.

Question 17.

Which statement correctly compares the effectiveness of a task-oriented leadership style with a relationship-oriented style?

a. "I am usually most effective when I can call on the creativity and willing cooperation of men; thus, I feel that a relationship-oriented style is the more effective."

b. "The task-oriented style relates to getting the job done and requires being decisive; therefore, it is the better leadership style since the more practice you have in making decisions the better you get."

c. "I think the two styles represent separate leader behaviors, and although they are equally effective they are incompatible with one another."

d. "The two styles represent separate behavioral tendencies; however, I think they are complementary aspects of effective leadership."

Answer: d Ref: II. B. 1. c.

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

RESEARCH UNIT NINE (PART SEVEN, SEGMENTS I, II, III, IV)

CUMULATIVE POST-TEST

NINE

Question 1.

Which of the following statements correctly describes the limitations of the military leadership grid?

a. The leadership grid does not consider the nature of the group, task, or situation.

b. The leadership grid does not consider flexibility in a leader's role relationships.

c. The leadership grid is concerned solely with mission accomplishment and does not take into account concern for people.

d. The leadership grid does not provide a framework for anticipating how matters such as conflict and creativity would be affected by the changing leadership style.

Answer: a Ref: II. B. 2. c.

Question 2.

Which statement correctly characterizes the leader who is classified as 5,5 on the military leadership grid?

a. Places minimum importance on concern for people while maximizing the importance of mission accomplishment

b. Does not seek to obtain unquestioning obedience from subordinates but attempts to persuade, request, and sell

c. Exerts his authority in a strict authority-obedience manner

d. Usually gets the job done but only after delegating authority to many people in order to get the work dispersed to as many people as possible

Answer: b Ref: II. B. 2. f. 2) e)

Question 8.

One concept of leadership style consists of a continuum, with extreme autocratic leadership at one end and extreme democratic leadership at the other.

The leadership style continuum provides a framework for

a. Classifying leadership behavior into defined categories

b. Evaluating leadership behavior according to the roles normally filled by a military leader: organizational, institutional, follower, and leader

c. Establishing a behavioral model which defines the limits of appropriate and inappropriate leader behavior

d. Describing leadership behavior as involving any of various combinations of authority of the leader and freedom for the subordinates

Answer: d Ref: II. B. 3.

Question 7.

The Executive Officer of a destroyer coordinates the activities of the department heads, but the latter are given full authority and complete freedom to run their departments.

Which of the following positions along the leadership style continuum does the Executive Officer portray?

a. Superior-centered leadership
b. Subordinate-centered leadership
c. Semi-participatory leadership
d. Participatory leadership

Answer: b Ref: II.B. 3.

Question 34.

Which of the following attributes of leadership is NOT influenced by leadership style?

a. Senior-subordinate relationships

b. Motivation of personnel to accomplishment of a goal

c. Welfare of personnel

d. Leader's personality

Answer: d Ref: II. C. 1

Question 4.

Which of the following statements correctly describes the basic factors involved in determining leadership style?

a. "My style usually depends upon the limits defined by my superior, and upon the amount of authority delegated to me."

b. "My style will vary across a continuum, depending upon the situation and the follower (or followers)."

c. "My style depends upon whether the mission is structured as task-oriented or as relationship-oriented."

d. "My style is determined by forces in the situation which are beyond my control, and by how my subordinates initially react."

Answer: b Ref: II. C. 3.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART SEVEN

LEADERSHIP BEHAVIOR AND STYLE

Segment III

Determiners of Leadership Style: The Leader

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

DETERMINERS OF LEADERSHIP STYLE: THE LEADER

PROGRESS CHECK

Question 1.

From the following statements select the one which identifies the factors involved in the early confusion surrounding research in the study of leadership.

a. Early research in the study of leadership was concerned with the role of the follower and his influence on the leader rather than leadership style.

b. An element of confusion in the earlier studies of leadership was the failure to distinguish between the process of leadership and the leader involved in that process.

c. Early research in the study of leadership was confused as to the relative importance of leadership training and the social climate surrounding the leader.

d. All of the above

Question 2.

Which correctly describes the change in focus by researchers on the determiners of leadership style?

a. Changed from studying leader's performance characteristics to studying the varying performance of groups under different stress conditions

b. Changed from studying the social characteristics created by several styles of leadership to studying the varying performance of leaders exposed to different types of training

c. Changed from studying leaders' personality characteristics to studying the varying personality of leaders in different groups

d. None of the above

Question 3.

LTJG Stokes was asked by his Commanding Officer to assume responsibility for the publication of a weekly newsletter dealing with matters of intramural significance aboard a large carrier. The immediate task facing Stokes, who had been chosen for his demonstrated ability at task-oriented efficiency and organizational skill, was to put the publication on a predictable production schedule. Stokes analyzed the situation and decided that the problem was one that was basic to most instances of organizational inefficiency--the newsletter personnel were simply not motivated to get the job done and therefore required firmer leadership with a more identifiable cause and effect relationship assigned to their efforts or non-efforts as the case may be. Stokes established semi-weekly copy deadlines and initiated a weekly work flow chart with all staff members reporting directly to him on a more frequent basis. Some of the effects of LTJG Stokes' innovations were immediately apparent. The weekly newsletter became weekly once more and efficiency picked up markedly.

With reference to the above example, which of the following statements explains the probable cause of LTJG Stokes' initial leadership style?

a. LTJG Stokes' personality structure was of a basically democratic style.

b. LTJG Stokes' lack of expertise in the field of journalism led to the adoption of this leadership style.

c. LTJG Stokes' assumptions about human nature caused him to adopt this leadership style.

d. All of the above

Question 4.

From the following choices select the statement which correctly describes the effect the leader's job competence may have on his choice of leadership style.

a. An incompetent person is more apt to take risks in order to accomplish the task and therefore tends toward a democratic style of leadership.

b. The competent person is secure in his perception of self-concept and identification and therefore tends toward a democratic style of leadership.

c. A competent person may tend to display an authoritarian leadership style while an incompetent person may tend to delegate authority more freely in the hope that somehow the job will get done.

d. Both a and c

Question 5.

From the following statements select the one which correctly describes the way in which role models may influence leadership style.

a. Role models influence leadership style through the establishment of clearly defined roles and regulations regarding leadership conduct.

b. Role models establish recognizable patterns of desired conduct which may later be reflected in leadership styles.

c. Ultimate leadership styles often reflect the influences of an individual's parents, teachers, ministers, peers, and seniors who have served as role models.

d. Both b and c

Question 6.

Select from the following choices the statement which correctly describes the effect that functional specialty may have on leadership style.

a. Structured tasks such as production-oriented assignments require task-oriented leaders who would tend toward authoritarian style.

b. Research has indicated that leadership style is constant and will not change noticeably even though the function is altered.

c. Unstructured tasks such as basic research require a relationship-oriented leader who would be inclined toward democratic style.

d. Both a and c

Question 7.

From the following choices select the statement(s) which describe(s) the effect that stress may have on leadership style.

a. Whether a task-oriented or a relationship-oriented leader is best under stressful conditions is dependent upon the situation.

b. Stressful conditions tend to compel a leader to become more relationship-oriented.

c. Stressful conditions tend to produce laissez-faire leadership styles.

d. All of the above

Question 8.

Which correctly describes the effect that adoption of Theory X may have on leadership style?

a. The leader who adopts Theory X has a greater tendency to be autocratic.

b. The leader who adopts Theory X has a greater tendency to be democratic.

c. The leader who adopts Theory X has a greater tendency to establish conditions based on mutual understanding.

d. The leader who adopts Theory X has a greater tendency to act in a laissez-faire manner.

Question 9.

Which correctly describes the effect that adoption of Theory Y may have on leadership style?

a. The leader who adopts Theory Y has a greater tendency toward task-oriented leadership style.

b. The leader who adopts Theory Y has a greater tendency to be autocratic.

c. The leader who adopts Theory Y also believes that he must coerce, control, direct and even threaten his subordinates to get them to put forth adequate effort toward achievement of organizational objectives.

d. The leader who adopts Theory Y has a greater tendency to establish conditions based on mutual understanding.

Question 10.

From the following choices select the statement which correctly describes the relationship of Theories X and Y to the leadership continuum.

a. The style of the leader who subscribes to Theory X tends to fall on the authoritarian side of the continuum.

b. The style of the leader who subscribes to Theory Y tends to fall on the democratic side of the continuum.

c. The style of the leader who subscribes to Theory X tends to fall on the democratic side of the continuum.

d. Both a and b

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Seven SEGMENT III

REMEDIATION TEXT Audio Script, Volume VII- A

ITEM	ANSWER	REMEDIATION REFERENCE
1	b	Pages 1-2
2	d	Pages 1-2
3	c	Page 11
4	b	Pages 5-7
5	d	Pages 10-11
6	d	Pages 12-16
7	a	Pages 14-16
8	a	Pages 11-12
9	d	Pages 11-12
10	d	Pages 11-12
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PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Seven Segment III

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9	5	
10	6	

Question 43.

Select the statement which correctly describes the effect that a leader's position of status or esteem has on his choice of leadership style.

a. The leader who has both status and esteem can use any leadership style he desires and he will be effective.

b. A military leader begins with status only and moves to esteem based on the successful accomplishment of a mission.

c. A military leader possessing only status would be wise to choose a relationship-oriented style of leadership.

d. Both a and c

Ans. a, Ref. 7.3, TO-3/EO-5

PART 7 SEGMENT III

T. O. Number	TEST ITEM
1	From the following statements select the one which correctly describes the change in focus by researchers on leadership style determinants. a. The focus of research on leadership style has shifted from authoritarian styles in the early twentieth century to democratic styles in the 1930's, and then to laissez-faire styles today. b. The focus of research on leadership style determinants has shifted from personality characteristics of leaders, to social climates produced by differing leadership styles, to situational factors, and then to the interrelationships among leaders, followers, and situations. c. The focus of research on leadership style determinants has shifted from leadership roles to group expectations to situational factors. d. The focus of research on leadership style determinants has shifted from the study of leaders to the study of followers to the study of situations. correct answer: b
	REVISION_____DATE:

PART 7 SEGMENT III

T. O. Number	TEST ITEM
1	From the following choices select the one which correctly identifies the focus by researchers on the determiners of leadership style during the early twentieth century. a. Motivational factors which produce leaders. b. Situational factors which affect leadership. c. Peer-group pressures which affect leadership. d. Personality factors which produce leaders. correct answer: d
	REVISION_____DATE:

PART 7 SEGMENT III

T. O. Number	TEST ITEM
1	From the choices below select the one which identifies the social climate preferred for study of leadership effectiveness by researchers following the work of Lewin and his co-workers in the 1930's. a. Democratic. b. Authoritarian. c. Laissez-faire. d. All of the above. correct answer: d

REVISION_____DATE:

PART 7 SEGMENT III

T. O. Number	TEST ITEM
3	From the choices below select those factors in the personality of a leader which would tend to move a leadership style in the direction of relationship-oriented leadership. a. High level of self-confidence. ✓ b. Strong need for social acceptance. ✓ c. Strong role identification. d. Aggressiveness. e. Strong self-image. ✓ f. Authoritarian personality. g. Low level of self-confidence. h. Low need for social acceptance. i. Weak role identification. j. Passivity. k. Weak self-image. l. Permissive personality. a. a, b, e, i, l b. b, c, e, j, l c. a, b, c, k, l d. a, b, c, j, l correct answer: a
	REVISION_____ DATE:

PART 7 SEGMENT III

T. O. Number	TEST ITEM
3 EO-1	From the statements listed below select the one which best defines the relationship between a leader's personality and his leadership style. a. Research has indicated that certain personality traits produce successful leaders more readily than others. b. There is no support for the belief that certain personality traits produce successful leaders more readily than others. c. Research has indicated that socially-oriented leaders tend toward democratic leadership styles. d. Research has indicated that leaders with weak ego structures tend to laissez-faire leadership styles. correct answer: b
	REVISION_____DATE:

PART 7 SEGMENT III

T. O. Number	TEST ITEM
3 (EO-2)	From the choices below select the statement which correctly describes the effect the leader's job competence may have on his choice of leadership style. a. An incompetent person is more apt to take risks in order to accomplish the task and therefore tends toward a democratic style of leadership. b. The competent person is secure in his perception of self-concept and identification and therefore tends toward a democratic style of leadership. c. A competent person may tend to display an authoritarian leadership style while an incompetent person may tend to delegate authority more freely in the hope that somehow the job will get done. d. Both (a) and (c) are correct. correct answer: b
	REVISION_____DATE:

PART 7 SEGMENT III

T. O. Number	TEST ITEM
3 EO-3	From the list below, select the diagnostic skills which one must have to be an effective leader. a. Observational skills. b. Strategic skills. c. Interpersonal skills. d. Listening skills. e. Analytical skills. f. Organizational skills. a. a, b, e b. a, c, d, e c. a, c, e d. a, d, e correct answer: d

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PART 7 SEGMENT III

T. O. Number	TEST ITEM
3 EO-4	With reference to the list of skills from TO-3 (EO-3), select those action skills which one must have to be an effective leader. a. a, b, f b. b, c, f c. b, d, f d. a, c, f correct answer: b
	REVISION_____DATE:

PART 7 SEGMENT III

T. O. Number	TEST ITEM
4	With reference to the example for PC-3, select from the choices below that aspect of LTJG Stokes' leadership style which best indicates his adherence to Theory X. a. His past record of performance while a recreation officer. b. His analysis of the reasons behind the publication staff's shortcomings. c. His behavior subsequent to ENS Porter's return to the staff. d. His attempts to delegate responsibility for the publication. correct answer: b
	REVISION_____DATE:

PART 7 SEGMENT III

T. O. Number	TEST ITEM
6	From the statements below representing assumptions from Theories X and Y, select the one which represents subordinate-centered leadership on the leadership continuum. a. The average human being prefers to be directed and wishes to avoid responsibility. b. Commitment to objectives is a function of the rewards associated with their achievement. c. The average human being has an inherent dislike of work and will avoid it if he can. d. The average human being desires security above all else. correct answer: b

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Question 39.

In the early 1930's, some researchers turned their attention to the social climates created by several styles of leadership.

The results of this study ultimately evolved into the:

a. Authoritarian approach

b. Democratic approach

c. Trait approach

(d.) Situational approach

Answer: d Ref: III. A. 2.

Question 15.

Which traits tend to occur with above average frequency in leaders?

a. Intelligence and dependability

b. Initiative and persistence

c. Self-confidence and adaptability

d. Verbal facility and cooperativeness

Answer: a Ref: III. B. 1. d.

Question 35.

"Skills of observation, listening, analysis and assessment of situations, together with skills in the prediction of potentialities, trends, and valid directions which situations are likely to take," describes:

a. Action leadership skills
b. Diagnostic leadership skills
c. Motivational leadership skills
d. Interactive leadership skills

Answer:b Ref: III. B. 3. a.

Question 13.

Which correctly describes action skills an effective leader must have?

a. Planning leadership strategies and manipulation of organizational conditions

b. Analysis and assessment of situations

c. Prediction of potentialities and behaving effectively

d. Competence and functional speciality

Answer: a Ref: III. B. 3. b.

Question 36.

Which theoretical assumption about nature represents Theory Y?

a. The average human being has an inherent dislike of work and will avoid it if he can.

b. Commitment to objectives is a function of the rewards associated with their achievement.

c. The average human being will accept, but not seek, responsibility.

d. Capacity to exercise a high degree of imagination, ingenuity, and creativity is narrowly distributed in the population.

Answer:b Ref: III. B. 6.

Question 20.

A lieutenant has been assigned to a project concerned with certain hardware production.

What effect will such an assignment have on the lieutenant's leadership style?

a. He will be inclined towards task-orientation.

b. He will adopt an authoritarian style.

c. He will be inclined towards relationship-orientation.

d. He will probably operate on a boss-centered leadership style.

Answer: a Ref: III. B. 7. a.

Question 14.

An officer is working on an unstructured task where he is not expected to be knowledgeable of all levels of specialties that his subordinates possess.

According to research studies, this situation requires that the officer be a

a. Relationship-oriented leader

b. Task-oriented leader

c. 9,1 leader

d. Group-oriented leader

Answer: a Ref: III. B. 7. b.

Question 21.

What effect do conditions of stress have on leadership style?

a. Stressful situations call for a relationship-oriented leader.

b. Stressful situations call for an organizational-oriented leader.

c. Stressful situations cause a leader to adopt a congruent style.

d. The style of leadership adopted depends on the nature of the stress situation.

Answer: d Ref: III. B. 8. c.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART SEVEN

LEADERSHIP BEHAVIOR AND STYLE

Segment IV

Determiners of Leadership Style: The Group and the Situation

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

DETERMINERS OF LEADERSHIP STYLE: THE GROUP AND THE SITUATION

PROGRESS CHECK

Question 1.

Select the statement which correctly summarizes the reason why the "trait theory" gave way to research in group dynamics and interpersonal behavior.

a. The theory was disproved when studies revealed that many successful leaders possessed few, if any, of the traits researchers had stated were required for effective leadership.

b. The trait theory gave way because it did not offer enough variety in evaluating leaders; they all possessed all the traits listed.

c. The "trait theory" considered only factors in or about the leader and overlooked the varying nature of leadership roles and the functions of those varying roles in relation to the group.

d. All of the above

Question 2.

Select the statement which correctly describes the effect that "organization context of groups" has on leadership.

a. The organization, of which a group is a part, is a very significant aspect of the environment in which the group operates.

b. Informal groups within a formal organization never further the goals of the formal organization.

c. When considering the environment within which a group operates, the organization to which the group belongs should not be taken into account.

d. Informal groups within a formal organization always further the goals of the formal organization.

Question 3.

At Great Lakes, a temporary work detail was made up of enlisted men who had completed boot camp but were awaiting orders to proceed to their first assignments. The work party represented a cross section of Great Lakes' output. Some of the men had exhibited exceptional ability and were to go to technical schools; others were being shipped out as deck hands without further formal training. The group was hastily assembled and put to work cleaning up a large oil spill from an overturned tank truck in the road.

From the following list select the combination of characteristics of leadership style which would be best suited to the officer in charge of the group described above.

a. Autocratic behavior and much horizontal distance

b. Autocratic behavior but not much horizontal distance

c. Participatory leadership and much horizontal distance

d. Participatory leadership but not much horizontal distance

Question 4.

Select the statement which correctly describes the leadership style a leader would be apt to adopt if he has a heterogeneous group.

a. The leader would be apt to adopt a middle-of-the-road leadership style.

b. The leader would be apt to adopt a semi-participatory leadership style.

c. The leader would be apt to adopt a participatory leadership style.

d. The leader would be apt to maintain greater horizontal distance between himself and his group.

Question 5.

Select the statement(s) which best describe(s) the effect that followers, as individuals, have on the leadership style a leader adopts.

a. As individuals, the followers will have limited effect on the leadership style a leader adopts; their influence is as a group.

b. The follower is always a non-critical factor in the leader-follower relationship; leadership style is the overriding factor.

c. The need of the individual, personal, social and cultural, must be perceived by the leader as they interact with group needs and be considered in determining his style as he responds to their needs.

d. Both a and c above

Question 6.

Select the statement(s) which correctly summarize(s) how a group may affect the leader's choice of leadership style.

a. Homogeneous groups tend to promote a closer relationship on the part of the leader than do heterogeneous groups.

b. Groups which are less expert than their leader tend to promote a more autocratic style on the part of the leader than is promoted by groups equal in skill or greater in skill than their leader.

c. Internal work relations of a group tend to promote a coordinating style, a training style, or a peacemaking style on the part of the leader; the internal relations are interacting, co-acting, or counteracting, respectively.

d. All of the above

Question 7.

Although he lacked a deep specific knowledge of much of the technical work involved, Marine 2-LT Hines achieved considerable success as Commanding Officer of a small, remotely located communication facility. Occasionally, his group was obliged to accomplish repairs of a type normally performed only by a higher echelon. This was the case because the facility was so remote and inaccessible that it was not always possible to replace equipment or send it back for repair. When such difficult technical problems arose, Hines would hold an informal conference among his three best technicians, an approach to the problem would be agreed upon, and repairs would be accomplished. The only time the station failed to maintain the communications required of it was on one occasion when it received instructions on short notice to provide a blind broadcast on a specific frequency at a specific time in support of an intelligence mission. As the time for the broadcast approached, a chance fire from a spilled can of kerosene disabled the only transmitter capable of providing the needed service. One of the three best technicians was present alone; he began to work on the rig, but LT Hines stopped him and hastily summoned the other two for a quick conference. Unfortunately, the conference degenerated into an argument as to the fastest way to get the transmitter back on the air. Finally, LT Hines stopped the argument and ordered the first man to continue his mode of repair. The man succeeded, but not until the time for the broadcast was past.

Select the statement which correctly describes the principle which LT Hines failed to take into account in the case described above.

a. A leader's style must allow for shifts in his position power.

b. A leadership style which is successful for nonstress situations may fail during stress.

c. Both of the above

d. None of the above

Question 8.

The day he stepped aboard a destroyer to begin a new tour of duty as Communications Officer, LTJG Foxhall was ordered by the Captain to organize a successful collection effort for the Navy Relief Fund. LTJG Foxhall was given six days in which to complete the effort, and the Captain made it very clear that he expected the ship to make a good showing. Although LTJG Foxhall was completely unacquainted with the officers and crew of the ship, he arranged for the selection of one man from each division to collect contributions and scheduled a meeting of these division representatives to supply them with pertinent handouts and provide specific guidelines and limitations for their collection efforts.

Select the statement which describes the style of leadership most appropriate for LTJG Foxhall to employ in the meeting with the division representatives.

a. Participatory and democratic

b. Authoritarian and coordinating

c. Task-oriented, participatory, and democratic

d. Coordinating, participatory, and democratic

Question 9.

Select the statement which most correctly describes how the structuring of a task can affect the style of the leader.

a. A task which is highly structured tends to negate the group members so completely that the leader has little opportunity to influence them.

b. A task which is not highly structured tends to increase the leader's power because the lack of structuring leaves the behavior of each group member more open to change and thus more open to influence by the leader.

c. A task which is highly structured tends to increase the leader's power because it allows him to pinpoint any variations from his expressed orders and effectively enables him to summon other elements of the group to reinforce those portions not responding in the way he intends.

d. A task which is highly structured tends to decrease the power of the low-ranking leaders, for the tightness of the structure makes it unnecessary for the low-ranking leaders to make any decisions as to proper conduct on the part of group members.

Question 10.

Soon after coming aboard a destroyer as Weapons Officer, LT Oxford was unofficially known as one of the most popular officers aboard. The ship was in a stateside port after a long tour of duty in the Pacific and the crew needed a well-earned rest. What they needed was a recreational sparker, and LT Oxford supplied the spark. He organized ball games, contacted the USO and secured passes to shows and sporting events, went to bat for two enlisted men who badly needed emergency leave to attend to family crises, and supplied good-natured assistance on many levels of activity outside his formal duties. His gun crews began to regard him as a sort of friendly big brother.

Select the statement which best describes the effect which LT Oxford's popularity will have on the task performance of his group.

a. LT Oxford's popularity in the stated situation results from his correct and proper performance of duty in the given circumstances. He could expect good performance from his men when the ship returns to sea.

b. Should LT Oxford later attempt to maintain or increase his popularity by lowering his standards for duty performance, any gain in popularity would be at the expense of reduced group performance.

c. Both of the above

d. None of the above

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Seven SEGMENT IV

REMEDIATION TEXT Audio Script - Vol VII-A

ITEM	ANSWER	REMEDIATION REFERENCE
1	c	Pages 1-2
2	a	Page 3
3	a	Pages 6-7
4	d	Pages 5-6
5	d	Pages 9-11
6	d	Pages 6-9
7	b	Pages 11-12
8	d	Pages 2, 7, 8, 12
9	c	Pages 14-15
10	c	Pages 16-19
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PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Seven Segment IV

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9	7	4
10	8	

Question 36.

Select the statement which correctly describes the relationship between leadership style and the presence or absence of stress.

a. The leader's style will not be affected by whether the situation is one of stress or non-stress, but rather by how the group is reacting to the presence of stress.

b. Stress tends to promote autocratic leadership; non-stress tends to promote non-autocratic leadership.

c. The leader's style of interacting with subordinates depends not so much on situational stress or non-stress, but on the degree to which he can wield power and provide sanctions in either situation.

d. A leader who is liked, accepted, and trusted by his subordinates will find it easy to make his influence felt under any leadership style, whether in stress or non-stress.

Ans. b, Ref. 7.4, TO-7/EO-2

PART 7 SEGMENT IV

T. O. Number	TEST ITEM
2	Select the statement which correctly describes the effect that the "organization context of groups" has on leadership. a. A leader can not be said to exist without a group. b. Formal groups usually exist to further the goals of the organization to which the group belongs. c. The informal structure within an organization may recognize a different status hierarchy than the one established by the formal organizational structure. d. All of the above are correct. correct: d

REVISION_____DATE:

PART 7 SEGMENT IV

T. O. Number	TEST ITEM
2	Select the statement which correctly describes the effect that the "organization context of groups" has on leadership. a. The informal status hierarchy is not relevant to the understanding of the effect that organization context of groups has on leadership. b. An individual's status is his position in relation to other group members, and can be said to exist only relative to other group members. c. The informal group structure will normally recognize only a functionally based status hierarchy. d. The status positions assigned by the formal organization always correspond to differences in personality, technical ability, or experience as perceived by the group members. correct answer: b

REVISION_____DATE:

PART 7 SEGMENT IV

T. O. Number	TEST ITEM
3 (EO-2)	Select the statement which correctly describes the style of leadership a leader of a skilled group is most apt to adopt. a. The leader of a group of skilled workers will always tend to involve them heavily in the decision-making process since this is the only way he can get them to apply their skills. b. The leader of a group of skilled workers will rule autocratically, since this is the only mechanism by which he can employ his superior skill. c. The style adopted by a leader of skilled workers will vary according to whether his own skill is greater or less than theirs. d. There is essentially no relationship between leadership style and level of skill of the group being led. correct answer: c

REVISION_____ DATE:

PART 7 SEGMENT IV

T. O. Number	TEST ITEM
4 EO-1	Select the statement which gives the best reason why people desire to be followers. a. Some people are followers by nature; they want to be led. b. Some people choose to be followers because it permits them time to pursue something they wish to do. c. Both statements (a) and (b) are correct. d. Neither statement (a) nor (b) is correct. correct answer: c

REVISION_____DATE:

PART 7 SEGMENT IV

T. O. Number	TEST ITEM
7 EO-1	Select the statement which correctly identifies the classifications used to identify types of situations. a. Stress or non-stress. b. Stress or emergency. c. Non-stress or routine. d. All of the above are correct. correct answer: a

REVISION_____DATE:

PART 7 SEGMENT IV

T. O. Number	TEST ITEM
7 (EO-3)	Select the statement which correctly describes the relationship between leadership style and the ability to wield power and provide sanctions. a. A leader is much more apt to employ an autocratic leadership style if he has relatively greater ability to wield power and provide sanctions. b. A leader is less apt to employ an autocratic leadership style if he has relatively less ability to wield power and provide sanctions. c. A leader's tendency to either employ or avoid an autocratic leadership style is largely a function of his power position, which is not a variable. d. Usually, a group which has been habituated to a given leader's style will not perceive changes in his power position. correct answer: b
	REVISION_____DATE:

PART 7 SEGMENT IV

T. O. Number	TEST ITEM
8 (EO-2)	Select the statement which best describes the effect of a leader's popularity with his subordinates on the motivation of those subordinates. a. The motivation of subordinates usually varies directly with the popularity of the leader. b. Personal popularity is a device which a military leader can employ as a reliable means of motivating his subordinates to accept irksome situations. c. No significant assessment can be made of the relationship within a military organization of the personal popularity of a leader and the motivation of his subordinates. d. Military requirements frequently force a military leader to use motivational methods which lessens his personal popularity with subordinates. correct answer: d

REVISION_____DATE:

PART 7 SEGMENT IV

T. O. Number	TEST ITEM
8 (EO-3)	Select the statement which best discusses the difference between liking a leader and respecting a leader. a. Personal like of a leader and respect for a leader, while not the same, are usually correlated to the extent that as one increases the other also increases. b. Personal like of a leader and respect for a leader are different and usually not correlated; however, it can be demonstrated that the effectiveness of a leader is maximum in situations in which the two are correlated. c. It is futile to make a distinction between personal like of a leader and respect for a leader; they are subjective evaluations so alike that they are nearly indistinguishable. d. Respect for a leader is a subjective respect for the authority of an organization as personified in the leader, whereas personal like of a leader is simply a person-to-person feeling not necessarily related to any feeling about the organization. Hence, respect is much more important for a leader than personal popularity, for respect will motivate subordinates to a much greater extent than will popularity. correct answer: d

REVISION_____DATE:

Question 25.

The main focus of current leadership studies has been to attach greater significance to:

a. The influence the personality traits of the leader have on subordinates

b. The ability of the leader to secure the cooperation of his men

c. The acts and functions a leader must carry out to fulfill his responsibilities

d. Group dynamics and the problems of leadership as related to interpersonal behavior

Answer: d Ref: IV. A. 1. a. 2)

Question 26.

The term "horizontal distance" refers to:

a. The range of possible leader behavior along the leadership style continuum

b. The apparent distance a leader maintains with his group

c. The leader's psychological distance from the group

d. The degree of congruency which exists between a leader's behavior and that which others expect of him

Answer: b Ref: IV. A. 2. a. 3) a)

Question 22.

A leader, for his own benefit, is conducting experiments on leadership style with homogeneous and heterogeneous groups.

The results will probably indicate that a leader:

a. Can assume a much closer approach with heterogeneous groups

b. Must decrease his horizontal distance when leading a heterogeneous group

c. Must increase his horizontal distance with the homogeneous group

d. Can assume a much closer approach with homogeneous groups

Answer: d Ref: IV. A. 2. a. 3) b)

Question 31.

An arrival conference at a shipyard precedes a major overhaul where the bargaining process will decide what work items will be done by the yard and what work items will be done by the ship's forces.

Which type of group is described?

a. Counteracting group

b. Coacting group

c. Interacting group

d. Cooperating group

Answer: a Ref: IV. A. 2. c.

Question 23.

Which correctly identifies the major task of the coacting group leader?

a. To coordinate team effort

b. To act as peacemaker (negotiator)

c. To motivate individual training

d. To provide a behavioral model

Answer: c Ref: IV. A. 2. c.

Question 11.

Which is a situation variable which will affect a leader's style of interacting with his subordinates?

a. Time available for accomplishing the mission

b. Nature of the mission to be accomplished

c. Both of the above

d. None of the above

Answer: c Ref: IV. B. 1.

Question 32.

Which statement correctly identifies a reason why people desire to be followers?

a. Some people are lacking in positive self-concept and feel insecure and want to be led.

b. Some people choose to be followers because it affords them more time to pursue personal objectives.

c. Some people expect a leader to be concerned with their needs, helpful to them in satisfying their personal goals, and a strong influence within the organization.

d. Both a and b

Answer: d Ref: IV. A. 3.

Question 10.

A senior and his subordinates are confronted with a stress situation in which the most effective group performance is necessary.

Which leadership style would most likely promote this?

a. Autocratic style

b. Democratic style

c. Semi-participatory style

d. 5,5 leadership style

Answer: a Ref: IV. B. 1. b.

Question 12.

An authoritarian leadership style is more effective under

a. Moderately structured situations

b. Unstructured situations

c. Nonstress situations

d. Highly structured situations

Answer: d Ref: IV. B. 1. d.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART SEVEN

LEADERSHIP BEHAVIOR AND STYLE

Segment V

Participative Leadership

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

PARTICIPATIVE LEADERSHIP

PROGRESS CHECK

Question 1.

Select the statement that correctly describes the general results of studies done on participative leadership.

a. Early experiments disclosed that a participative atmosphere produced better morale than an autocratic atmosphere.

b. Early experiments disclosed that a participative atmosphere reduced authority and eroded discipline.

c. Early experiments disclosed that a participative atmosphere increased leadership responsibilities and, as a result, generally reduced efficiency.

d. Early experiments disclosed that a participative atmosphere caused an increase in the friendliness and cooperation among the men and a subsequent decrease in discipline problems; leadership responsibilities were therefore lessened.

Question 2.

Select the statement which correctly identifies the effect participation may have on a group's resistance to change.

a. The use of participative leadership increases a group's resistance to change because the men often interpret the officer's participation as an interference.

b. The use of participative leadership has no effect on a group's resistance to change.

c. The use of participative leadership increases a group's resistance to change because individuals are less cooperative once they are given a degree of involvement in the decision-making policies that directly affect them.

d. The use of participative leadership reduces a group's resistance to change because it allows individuals to become involved in decision-making matters that directly concern them.

Question 3.

Select the situation that illustrates the use of participative leadership.

a. ENS Wolfe usually issued his orders in a very informal fashion. He rarely used his CPO, since he wanted to give his orders directly to the men.

b. LTJG Hollingsworth gave orders to his CPO and then tested the CPO to ensure his comprehension of the task. Once LTJG Hollingsworth was confident his CPO understood his orders, he normally remained in the background because he disliked interfering with his men once they were properly instructed and underway.

c. ENS Howard normally gave orders to his senior non-rated personnel. He did not regard the dissemination of instructions to the other men as one of his responsibilities. He did, however, work with his senior men to set up a responsive feedback communications network.

d. LTJG Nibbs tried, whenever possible, to arrange discussion groups with his men. He also tried to remain available for consultation and further clarification of his orders in case any unforeseen problems arose.

Question 4.

Select the statement that correctly describes how a leader must treat the suggestions of a subordinate in order to ensure successful participation.

a. A leader who employs participative leadership must try to discourage suggestions from, and lengthy discussions with his men in order to maintain discipline and authority.

b. A leader who uses participative leadership must be attentive to his followers' suggestions and reactions; he must make himself available and display sincerity and interest in handling problems that arise.

c. A leader who uses participative leadership should delegate enough authority to promote individual leadership capability among his men. This will enable each man to evaluate independently any problems that arise.

d. The manner in which a leader treats a subordinate's suggestions will have little or no effect on the degree of participation.

Question 5.

ENS Mailer was placed in charge of the ship's radio room. He immediately noticed that morale was very low and that the men weren't very interested in their work.

Select the action ENS Mailer should take to improve the situation described above.

a. ENS Mailer should use the first week as an observation period, and then select a committee to advise him on group problems.

b. ENS Mailer should participate in all aspects of the radio room operation, thereby making the men aware of his sincere efforts to improve the communication channels which are a means of expressing dissatisfaction.

c. ENS Mailer should use both punishment and an increased work load to impress the men with how important their unified participation is in meeting the performance goals of the radio room.

d. ENS Mailer should use rewards to encourage the men to participate.

Question 6.

Choose the situations which indicate that the leader should use participative leadership.

1) Some of ENS Palmer's engineroom crew are highly experienced; these men rarely need additional instructions in carrying out his commands.

2) LTJG Wilson has just taken charge of a newly formed special maintenance crew which will be responsible for maintaining an experimental test aircraft.

3) LTJG Simms is the skipper of a PBR. Athough he has no previous experience with PBRs, his crew is composed of experienced men selected from several other crews.

4) BM1 Salee has been temporarily placed in charge of a painting operation; his crew is composed of boatswain's mates, all of whom are junior to him.

a. 1 and 2

b. 3 and 4

c. 2 and 3

d. 1 and 4

Question 7.

Correctly identify the statement(s) which most accurately describe(s) the effects of participation when used by military leaders.

a. The use of participation will probably improve morale.

b. The use of participation creates a sense of belonging which bolsters group enthusiasm and may reinforce discipline.

c. The use of participation increases the men's sense of belonging and therefore generates enthusiasm.

d. All of the above

Question 8.

Identify the advantages accruing from the use of participative leadership.

1) Participative leadership improves morale.

2) Participative leadership develops leadership skills.

3) Participative leadership reduces a leader's responsibilities.

4) Participative leadership improves discipline.

a. 1 and 4

b. 3 and 4

c. 2 and 3

d. 1 and 2

Question 9.

During a severe electrical storm, the antenna on the radio shack was struck by lightning which started a fire in the ceiling. Marine LT Johnson, the Officer-in-Charge, evacuated the men immediately and removed the equipment from the structure. Choose the statement that correctly states the probable reason LT Johnson did not use participative leadership during the fire.

a. He avoided the use of participative leadership to impress the men with his ability to remain calm during a crisis.

b. He did not use participative leadership in order to keep the men from panicking.

c. He did not use participative leadership because there was a lack of time.

d. He did not use participative leadership because he wanted to impress his superiors with his ability to handle an emergency independently.

Question 10.

Select the statement which correctly explains why fear of failure on the part of a leader might prohibit the use of participation.

a. Often the leader himself is fearful of being punished by his superiors if he fails to complete a designated task because he used participation.

b. A leader normally is concerned with the negative effects of giving increased responsibility to his men.

c. A young leader or an experienced but insecure leader is fearful of using participation because he is afraid of losing control of the group or the situation.

d. Sometimes leaders are afraid of failing because they are not certain that their men will follow them.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Seven SEGMENT V

REMEDIATION TEXT Audio Script-VOL VII-A

ITEM	ANSWER	REMEDIATION REFERENCE
1	a	Pages 1-5
2	d	Pages 4-5
3	d	Pages 5-7
4	b	pages 5-7
5	b	Pages 10-11
6	c	Pages 11-13
7	d	Pages 9-13
8	d	Pages 9-10
9	c	Page 13
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PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Seven Segment V

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8	4	1
9	5	
10	5	3

Question 22.

LT Henry was the type of officer who left no doubt in the minds of his subordinates as to his leadership qualifications. He was always in the area, insuring that his orders were being carried out. When there was time, he consulted with his leading petty officers to obtain their ideas and recommendations and shared decision making with them. LT Henry made sure that credit was given to those who deserved it. LT Henry took the responsibility for success or faiure.

From the choices below, identify the type of leadership style being used by LT Henry.

a. Participative
b. Supervisory
c. Authoritarian
d. Shared-leadership

Ans. a, Ref. 7.5, TO-2

PART 7 SEGMENT V

T. O. Number	TEST ITEM
1	From the list below, choose the words which correctly complete the following statement. Early experiments disclosed that a __ _____ atmosphere produced better _____ than an autocratic atmosphere. a. unregulated, morale b. democratic, discipline c. relaxed, esprit de corp d. democratic, morale correct answer: d
	REVISION_____DATE:

PART 7 SEGMENT V

T. O. Number	TEST ITEM
1 (EO-1)	From the choices below, complete the following statement: By using participative leadership, productivity is generally _____ in those groups composed of individuals who had previously resisted change. a. unaffected b. lowered c. increased d. drastically reduced correct answer: c
	REVISION_____ DATE:

PART 7 SEGMENT V

T. O. Number	TEST ITEM
1 (EO-2)	From the choices below, identify the dangers involved in applying generalizations based on laboratory studies to shipboard life. a. Such generalizations are illogical since there is no relationship between a closely-regulated laboratory situation and shipboard life. b. Generalizations comparing laboratory studies to shipboard life are erroneous because the only way a true understanding of behavioral conduct can be obtained is from a closely-regulated laboratory environment. c. The peculiarities of shipboard life are atypical of the settings under which most studies of participative leadership are conducted; therefore, it is risky to apply generalizations derived from research studies conducted under laboratory conditions to the practical shipboard situation. d. None of the above. correct answer: c
	REVISION_____ DATE:

PART 7 SEGMENT V

T. O. Number	TEST ITEM
2	After LT Henery gave an order, he usually remained in the general area while his instructions were being carried out; occasionally, he would assist his men when they were having problems. Even though LT Henery usually included his CPO in decision-making matters, he normally made an effort to personally resolve any feedback problems. From the choices below, identify the type of leadership style being used by LT Henery. a. Participative b. Supervisory c. Authoritarian d. Shared-leadership correct answer: a
	REVISION_____ DATE:

PART 7 SEGMENT V

T. O. Number	TEST ITEM
2 (EO-1)	From the choices below, complete the following statement: A leader who uses a participative leadership style must be _____ to the suggestions and reactions of his subordinates; he should also be available whenever _____problems arise. a. indifferent, personal identity b. susceptible, group morale c. responsive, feedback d. committed, general discipline correct answer: c
	REVISION_____DATE:

PART 7 SEGMENT V

T. O. Number	TEST ITEM
2 (EO-2)	LT Hainsworth tried to avoid interfering with his men once he had given them an assignment. If he noticed anyone encountering difficulty, however, he would always attempt to clear up the problem areas by repeating his orders. Occasionally he would even work with his men to help them complete their task on time. From the choices below, select the one which completes the statement describing the effect LT Hainsworth's actions had on his authority. LT Hainsworth's authority was_____. a. slightly weakened. b. improved. c. unaffected. d. severely weakened. correct answer: b
	REVISION_____ DATE:

PART SEGMENT

T. O. Number	TEST ITEM
2 (EO-3)	From the choices below, identify the situation which exemplifies a leader who is using participative leadership to attempt to relieve himself of his responsibility. a. ENS Bowen normally turned an assignment over to his CPO with instructions to contact him at the first indication of negative feedback. b. Whenever LTJG Rowles gave his junior officers an assignment to carry out, he normally allowed them to resolve the minor details. LTJG Rowles was primarily concerned with emphasizing his major objectives and establishing feedback channels. c. LTJG Wilson usually gave his CPO's detailed assignments and then tested them to see if they fully understood what was to be done. After LTJG Wilson was convinced that his CPO's understood their orders, he did not participate further in the execution of the assignments. d. LT Ramsey normally set up informal committees when he used participative leadership techniques. Each man was informed of both the group objectives and his individual responsibilities. LT Ramsey permitted the committee to develop the arrangement of the feedback channels. correct answer: c
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T. O. Number	TEST ITEM
3	LTJG Hendricks was the commanding officer of a PGM in Viet Nam. During a routine patrol mission, LTJG Hendricks' boat came under heavy enemy fire from a VC shore battery. From the choices below, select the action LTJG Hendricks should take regarding participation. a. LTJG Hendricks should call a conference to decide what evasive action should be taken. b. LTJG Hendricks should postpone any decision-making until after he has contacted his supervisors in the organizational chain of command. c. LTJG Hendricks should assume full responsibility as commander of the boat and immediately make plans for evasive action. d. None of the above. correct answer: c
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T. O. Number	TEST ITEM
4	From the choices below, select the statement that correctly describes the effects of participative leadership when used by military leaders. a. The division officer who practices participative leadership usually lowers the enthusiasm of his men because he makes them feel that he lacks sufficient faith in their ability to function independently. b. The division officer who practices participative leadership hampers the development of leadership skills among his subordinates. c. The division officer who practices participative leadership will find the men likely to respond with extra effort in emergency situations. d. The division officer attempting to use participative leadership may occasionally make a decision contrary to the personal interests of his subordinates. In such an event, discipline must be preserved; the division officer should use the threat of punishment to quell such dissension and to force the men to comply with his orders. correct answer: c
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T. O. Number	TEST ITEM
5	Refer to T.O. 3 in which LTJG Hendricks' PGM came under VC fire while on patrol. From the choices below, select the statement which best evaluates LTJG Hendricks' decision in relation to the barriers inherent to the situation described. a. LTJG Hendricks did not use participative leadership because he did not feel certain that his men would follow him. b. LTJG Hendricks did not use participative leadership because there was not enough time; he had to make a decision immediately. c. LTJG Hendricks did not use participative leadership because he was fearful of losing control of the group and the situation. d. LTJG Hendricks did not use participative leadership because he was insecure and afraid of failing. correct answer: b
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T. O. Number	TEST ITEM
5 (EO-1)	From the choices below, choose the situation in which participative leadership should not be used. a. Remodeling an engineroom b. Fire in the radioroom c. Recabling a damaged transfer box d. Maintaining a highly complex radar console correct answer: b
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T. O. Number	TEST ITEM
5 (EO-1)	During a severe electrical storm, the radio shack's antenna was struck by lightning and a fire started in the ceiling beams. Marine LT Johnson, the officer in charge, immediately removed the equipment and evacuated the men from the structure. From the choices below, choose the statement which correctly states the probable reason LT Johnson did not use participative leadership during the fire. a. LTJG Johnson avoided the use of participative leadership and used this opportunity to impress the men with his ability to remain calm during a crisis. b. LTJG Johnson did not use participative leadership in order to keep the men from panicking. c. LTJG Johnson did not use participative leadership because there was only enough time for him to make the decisions. d. LTJG Johnson did not use participative leadership because he wanted to impress his superiors with his ability to independently handle an emergency. correct answer: c
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